

*Office Memorandum* • UNITED STATES GOVERNMENT

Chief,  
Management Advisory Council

DATE: 12 February 1971

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FROM :   
Central Reference Service,  
Information Services Group

SUBJECT: The Creation of a Junior Management Advisory Group (MAG)

1. What better time to think of exposing the higher echelons of the Agency to the views of younger employees? Recently an excellent forum on youth showed us--surprisingly--that the Agency does have an interest in the problems faced by young people. One panel in particular dealt with the young people and the Agency. Hopefully, subjects discussed by this panel will not be cast aside. To insure a continuing discussion on the problems of young people in the Agency, I would like to suggest that a system of "junior officer councils" be established within each directorate. These groups would consist of individuals from each component within a directorate and represent young junior grade employees.

2. The purpose of the councils--or whatever name they may be given--would be:

a. To work with the existing MAG in the solution of problems that effect younger employees. Most individuals with whom I talked were unaware of the MAG's existence until after the panel session at the forum on youth. How can the MAG be aware of our problems when it works in this isolation?

b. To establish regular lines of communications between administrators at both the office and directorate levels. With few exceptions the lack of communications in the Agency is frightening. Management and personnel decisions are often made in undue secrecy, and employees are handed a fait accompli. Written communications are inadequate; oral--and informal--explanations are needed.

c. To air grievances. Do legitimate complaints come to light? Are the upper echelons aware of problems on the lower working levels? Sometimes it appears as if complaints are stifled at these lower levels. A method of presenting supposed grievances without fear of reprisal on fitness reports seems to be a necessity.

d. To elicit suggestions for improvement from younger employees. In response to many of our complaints, we have heard "That's tough" or "if you don't like it, get out." Most young people would like to hear "why don't you come up with a better way." The suggestion program is often too formal or too distant. The challenge to suggest new ways could result in definite improvement--or it could vindicate existing practices. Either way means success.